

**EXHIBIT 91 TO
HARVEY DECLARATION
REDACTED VERSION
(PART 4 OF 5)**



New Hire Grant Program

Google's new grant program positions us very favorably against competitors

| | | Vested Gain After ONE Year (Assuming Annual Growth Rate) | | | | Total Gain Realized Over FOUR Years* (Assuming Annual Growth Rate) | | | |
|------------------------------------|------------------------------------|---|-----|-----|-----|---|-----|-----|-----|
| Number Granted | Example Stock Price at Grant | 5% | 10% | 15% | 20% | 5% | 10% | 15% | 20% |
| Example NEW Google Grant Guideline | | | | | | | | | |
| | | | | | | | | | |

| Sample Company A Competing Offer | | | | | | | | | | | |
|----------------------------------|-------|----------|----------|----------|----------|----------|--|-----------|-----------|-----------|-----------|
| Options | 2,000 | \$ 20.00 | \$ 500 | \$ 1,000 | \$ 1,500 | \$ 2,000 | | \$ 5,256 | \$ 11,051 | \$ 17,424 | \$ 24,416 |
| Sample Company B Competing Offer | | | | | | | | | | | |
| Restricted Stock | 1,000 | \$ 20.00 | \$ 5,250 | \$ 5,500 | \$ 5,750 | \$ 6,000 | | \$ 22,628 | \$ 25,526 | \$ 28,712 | \$ 32,208 |

*Assumes annual exercise/settlement of vested gain.

- Don't let candidates get caught in the trap of comparing number of options/units alone!
- Candidates should consider ***growth scenarios*** and compare offers on that basis
 - **We have provided recruiters with a modeling tool to facilitate these comparisons**
 - Candidates must make their **OWN** growth assumptions; Google cannot offer guidance on probable growth rates for any company



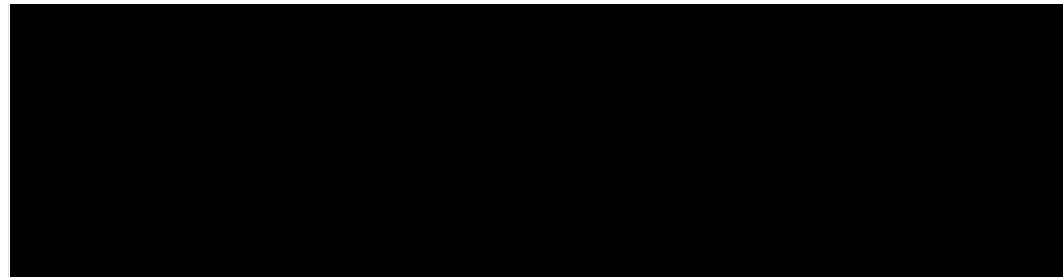


New Hire Grant Program

How do GSU performance features work?

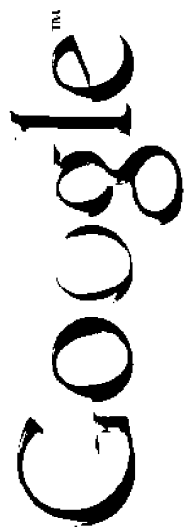
- The actual number of GSUs that vest may be adjusted to reflect BOTH:
 - **Employee performance**: The employee's individual annual performance, **AND**
 - **Market considerations**: The employee's option strike price relative to other employees who started at about the same time
- An adjustment multiple of [REDACTED] is applied at each annual vesting period to reflect these considerations

Example:



- On average, vesting will be at [REDACTED] of target
- After 1 year worth of data, [REDACTED] of employees vested at [REDACTED] or greater of their original grant.

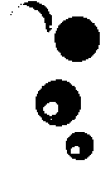




GSU Features

Why do we use performance and market adjustment features?

- 1. It provides a better incentive by more directly tying rewards to performance**
- 2. It reduces inequalities unintentionally created by stock price volatility alone**





Key Communication Messages

Google's compensation programs support its pay-for-performance philosophy

- **Base salaries are competitive**
- **Above-market total cash is available through cash incentives, with exponentially higher payouts for higher performers**
- **Google's New Hire equity program was designed to offer candidates BOTH:**
 - An equity stake in the company's future performance, AND
 - "Meaningful" future value at grant
- **Fairness is a cornerstone of the equity program**
 - Initial grant levels are intended to be fair
 - GSU performance and fairness adjustments allow us to "correct" for unintended inequities
- **Once on board, employees will have opportunities to renew their equity stakes in Google** (through Refresher Grants and Founders Awards)





Compensation Contact List

| AREA | CONTACT | EMAIL/PHONE |
|-------------------------------------|---------|-------------|
| Comping Offers | | |
| All Other Comp Guidance and Support | | |
| India (All functions) | | |
| Rest of Asia Pacific (Sales) | | |
| Rest of Asia Pacific (EngOps, PSGA) | | |



Part IV

Benefits, Immigration and Relocation



Google



Health Benefits

- **Medical Insurance:** Blue Shield PPO
Blue Shield OOA (outside CA)
Blue Shield HMO (CA only)
Cigna PPO
Cigna HMO
Kaiser HMO (CA only)
- **Dental Insurance:** Delta Dental
- **Vision Insurance:** VSP



Financial Benefits

- 401(k) Plan through Vanguard
 - Employee contributes with a Google match up to \$2200 per year.
 - 14 investment options available.
 - 529 College Savings Investment Plan
- Flex Spending Account Plan
 - Health Spending Account
 - Dependent Care Account
 - Qualified Transportation Benefit
- 529 College Savings Plan
- Group Life Insurance
- Voluntary Life Insurance
- Short Term Disability insurance
- Long Term Disability Insurance
- Adoption assistance
- Tuition Reimbursement

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